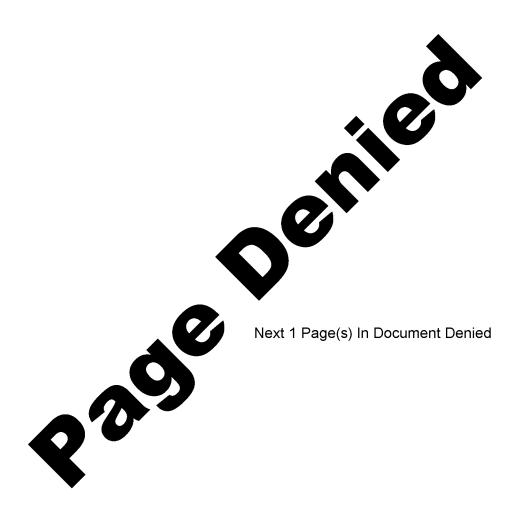
	MEMORANDUM FOR:	Deputy Director for Administration
25 X 1	FROM:	Director of Training and Education
	SUBJECT:	Weekly Report
25 X 1		
25X1 25X1 25X1	instructors met to facilit Three major issu	with 26 DA secretaries ate a discussion of the Intelligence Secretarial System. les which emerged were: manager's knowledge of the system; y with the private sector; and training requirements.
25X1	Marshalls' Servi	cers from LDD met with the Chief of Training for the U.S. ce to discuss first-line supervisory training, and ways terial training in his organization.
	4. Represent conducted a wide While it was agrareas where furtintelligence issumaterial available and the Kennedy	tatives of OTE and Harvard's Kennedy School of Government e-ranging review of the CIA-Harvard contract on 5 August. eed that the program is progressing well, three principal ther work was called for are: increase the emphasis on sues in the case studies; the Agency needs to make more the to Harvard on an unclassified basis; and the Agency School will work to use the Council mechanism to so of the next administration to CIA and the uses of
25 X 1	intelligence.	
25X1		

SECRET

SUBJECT: Weekly Report
7. On 28 July, OTE Language Training Division officers briefed an FBI task force on the Language Incentive Awards Program. The task force is considering a language use program for special agents and language officers in its search for ways to correct their serious shortage of personnel with language skills.
8. For the first OTE self-study language program shown on the Headquarters TV grid, 25 students signed up to take Russian, and eight signed up to take German. Although a majority of the participants indicated that they had registered for personal interest, 40% noted that they intend to use the language in a future job. Italian is currently
being shown on the grid and French will start on 13 September 1988. Participants register at the Headquarters Learning Center, GF-39.

2

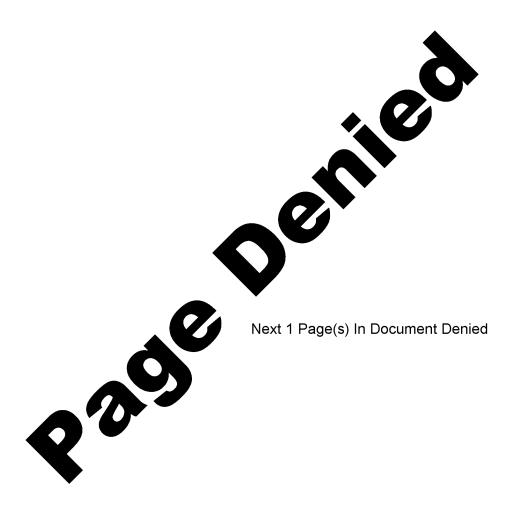
SECRET



	MEMORANDUM FOR:	Director of Training and Education
25 X 1	FROM:	Chief, Intelligence Training Division
25X1	SUBJECT:	ITD Weekly Report
25X1		
25X1 25X1	at the Quantico in TIB's Militar Forces Course (I then witnessed a guns, tanks, and a very informati	of the Topical Issues Branch led 30 ectorate analysts on an all-day fire power demonstration Marine Base. The analysts, most of them former students y Analysis Course (MAC) or Introduction to Military MF), received briefings by Marine Corps personnel and mock battlefield exercise involving live firing, machine aircraft. Most of the analysts found the demonstration ve follow-on to their training in the MAC and IMF and the MAC instructors to offer other battlefield tours and
25X1 25X1 25X1 25X1 25X1	agencies complet Understanding Te 31 July-3 August 5-point scale), course was signi were knowledgeab is exploring the	
		SECRET

25 X 1	SUBJECT: IT Weekly Report
25X1 25X1	4. On 1 August officials of the U.S. Army Nuclear and Chemical Agency (USANCA) to discuss a possible course on chemical/biological warfare (BCW). The USANCA officials, who are responsible for monitoring and analysis of BCW developments for the entire Defense Community, made suggestions on course content, speakers, and appropriate audience, and offered to do some of the briefings if ITD, following discussions with the DI, decides to go forward with the course.
25 X 1	5. On 1 August, John Steinbruner of the Brookings Institution presented the third of SRI's Lecture Series on U.SSoviet Relations, addressing the topic "Strategic Arms Control: Future Prospects." Steinbruner noted that the most critical problem in the arms control arena is diminishing the tension between deterrence and the management/control of nuclear forces. He noted that command systems are very vulnerable to disruption, one factor driving both sides to favor rapid retaliation. He then discussed scenarios involving reductions of warhead numbers to three and six thousand. He suggested that a START agreement along the lines being negotiated would be "safe," but not likely to produce a stable diplomatic result, because it focused on quantitative, rather than qualitative restraints. The 50 participants engaged Steinbruner in a lively discussion.
25 X 1	
25 X 1	7. Frank Calabrese of STI conducted the <u>Briefing Technical Material Course</u> from 25-29 July for eight students mostly from the DS&T. The course featured Dr. Raymond Falcione of the University of Maryland. The students found the course to be informative and relevant to their needs.
25X1	8. The seven-day Introduction to Intelligence Assistance Course ran on 21-29 July at Chamber of Commerce Building with 16 students (ALA 1, LDA 7, NESA 1, OSWR 2, SOVA 2, IC Staff 1, and DO 2). who joined Analysis Training Branch in June on rotation from LDA, was course directorhis first experience in that role. The course was very well received; several students described it as a must for new

2



	MEMORANDOM FOR:	Director or Iraining and Education
25 X 1	FROM:	Chief, Leadership Development Division
25 X 1	SUBJECT:	Office of Training and Education LDD Weekly Report
25X1		
25X1 25X1 25X1	The third pi "Improving Your student rating of feedback from st and unspecific. course, however. "sent to the cou Another student was just the fir fix the content "promotionsquarunning we added	ing With People" Program ilot running of "Finding Time and Managing Stress" (formerly Work Skills" was completed on 1 August with an overall of 4.5. We gave this course its new name as a result of tudents and agency managers who thought the old title vague We are concerned about the students being selected for this. Several reported during the introductions that they were arse" by their supervisors and had no idea as to content. said that "training" was needed for promotion and that this rest course she could get into. Changing the course name will problem, but we'll need help in remedying the are filling" issue. We're still fine-tuning the course; this is a ten minute briefing by on the Agency's ance Program. The student response to this segment was
20/ <u>(</u> 1		
		CONFIDENTIAL

25 X 1	SUBJECT: LDD WEEKLY REPORT	
25X1	The last "Negotiate To Win" course of fiscal year 1988 ran to an audience of 24 on July 27-28. As usual, the students were very excited and positive about the course, giving it an overall evaluation of 4.4 out of 5. This was the second time that who replaced as the instructor, has taught the course. He is doing an excellent job and the students are accepting him. Two changes we are recommending for the next running are more detailed processing after the negotiation	
25X1 25X1	exercises, and less repetition of the negotiating rules.	
20/(1		

	CONFIDENTIAL
25X1	SUBJECT: LDD WEEKLY REPORT
	DA Secretarial Forum On 4 August 1988 met
25X1 25X1 25X1 ∠5X1	on 4 August 1988 with a cross section of 26 DA secretaries thoughts and feelings about the intelligence secretarial system. who is head of the DA Secretarial Panel, commissioned the gathering to provide him with more information about the concerns of DA secretaries. The secretaries were divided into three groups and discussed problems and possible solutions. These were recorded by the facilitators and will be forwarded to interested parties. Three major issues were: managers don't know enough about the system;pay still isn't comparable to the private sector;training requirements are confusing, unnecessary or too difficult to schedule.
25X1	Without exception, the participants were honored to have been invited to share their views and were confident that their input would be seriously considered. The session lasted from approximately 10:00 until 3:00 and included a delightful buffet lunch.
25X1 25X1	other Activities met with the Chief of Training for the US Marshalls' Service, Duke Smith, to discuss first line supervisory training. Smith had heard of the success of the Managing/Leading program and was eager for ideas about how ho
25 X 1	Nineteen managers representing the DA, DO, and S&T attended
25 X 1 25 X 1	the 27-29 July 1988 running of Leading People in the CIA. The training team for this running consisted of was the
25 X 1	manager-in-the-residence. The course received an overall rating of 4.6.
25 X 1	Chief/Training and Management Division of NEISO, has expressed interest in a Hurricane Island Outward Bound Land
25 X 1	Program. This would be in addition to the two Sea Programs already arranged scheduled for September 1988 and held in Maine.
25 X 1	The Land Program is conducted in the White Mountain National Forest near Bethel, Maine.

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CONFIDENTIAL SUBJECT: LDD WEEKLY REPORT 25X1 25X1 spent a day at Video Learning Center screening a variety of commercial interpersonal skills products. Pauline McGuire, the manager, had surveyed the current crop of video and audiotapes, selecting some 20-30 as potential self-study material for the "Working With People" program. Three videos and one audio tape were selected and will be included in the 1989 update of the 25X1 self-study program catalog/brochure. 25X1 presented a module on Ethics in the Intelligence Community to the members of the current Career Training Program at 25X1 on Friday 5 August. 25X1 met with members of a recent Outward Bound Program The feedback from these participants was extremely positive and several members explained how they were able to use what 25X1 they learned back on the job. 25X1 audited a trial running of an OPM course designed for new SES officers in the Federal Government. The content of the course focused on orientation material and information. 25X1 --On 1-3 August, MTB ran its 13th LPCIA of the year (for GS 7-10 supervisors). The eighteen students gave the course an overall rating of 4.3. chaired assisted by 25X1 Chief of the Operations 25X1 Support Branch, Office of Logistics was the Manager-in-Residence. This was Hazel's final commitment to the course and she went out as a star. As one student said: "Hazel's input and expertise was very 25X1 helpful." 25X1

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MEMORANDUM FOR:	Director of Training and Education
FROM:	
	Director, Center for the Study of Intelligence
SUBJECT:	Weekly Report/CSI

Representatives of OTE and Harvard's Kennedy School of Government conducted a wide-ranging review of the CIA-Harvard contract on 5 August. Present from Harvard were Ernest May, Greg Treverton, and Peter Zimmerman; representing OTE were the Director of Training and Education, the heads of the Center for the Study of Intelligence and Intelligence Training Division, and and We agreed that the program is progressing well: is doing a good job as Officer-in-Residence; the twice-yearly seminars have improved greatly as the Harvard faculty responds to our suggestions and learns more about its audience; and the pace of study-group meetings will increase this fall as more ases vall,

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tu case studies draft case studies come out. We noted three principal areas where further work was called for: White Twas agreed that the program -- Case studies. We repeated earlier concerns that the cases were not showing the "intelligence footprint" clearly enough--that Harvard was concentrating too early on the policymaking rather than the intelligence side. In this connection we worried that Harvard was making their task (and ours) harder by focusing on cases from the 1980s. Treverton in particular seemed to take these comments aboard. The agum needs to --Sources. We discussed again the issue of making more

--Sources. We discussed again the issue of making more material available to Harvard on an unclassified basis. The Kennedy-School-will contact the DDCI for guidance; in the meantime we will touch base with OGC to discuss problems and ways of working around them.

STAT

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SUBJECT: Weekly Report/CSI

--The Council. The Kennedy School will ensure that the Council's membership list is up to date and will provide it with a report on the program's progress to date. Both we and the Kennedy School will work to use the Council mechanism to introduce members of the next administration to CIA and the uses of intelligence.

STAT

	MEMORANDUM FOR:	Director of Training and Education
25X1	FROM:	Chief, Language Training Division
	SUBJECT:	Language Training Division Weekly Report
		OTE, Lagrang Tring Disser of fre
25 X 1	1. On 28 J	uly, Chief, Language Training Division
25X1	special agents a	briefed an FBI task force on the Language Incentive The task force is considering a language use program for and language officers in its search for ways to correct tage of personnel with language skills.
25X1	Meder from the Were favorably i EXITO will becom	Igust, an EXITO demonstration was given to Dr. Cornelia Forld Bank and Ms. Elizabeth Porcell from the FBI. They impressed and expressed the hope that upon its completion, he available to the general public. Both Dr. Meder and also members of the Interagency Language Roundtable DREAM
25 X 1	Headquarters TV signed up to tak indicated that they intend to ubeing shown on t	e first OTE self-study language program shown on the grid 25 students signed up to take Russian, and eight the German. Although a majority of the participants they had registered for personal interest, 40% noted that use the language in a future job. Italian is currently the grid and French will start on 13 September 1988.
25 X 1	nine-month cours been trained in	1-time Vietnamese students will begin training in a see on 15 August. Although some students recently have outside facilities, this is the first time, in many see conducting in-house training.
25 X 1	of beginning stu	r East and Asian Languages Branch expects a record number dents to be enrolled in Arabic in September. Of the 12 te, seven are DO/NE Division employees who are scheduled r second year

MEMORANDUM FOR: Deputy Director of Training and Education

5 August 1988

STAT	FROM:	Deputy Director of Training and Education for Curriculum
	SUBJECT:	DDC Area Events (1 - 12 August)
	Where We Are	
	Orientation tap	vision Production Section received the changes for the DA e from the DA/STO. They will be made this weekend. Work is Domestic Travel, the WOTD commercial, SRI-Nationalities, and
STAT	2. week attending a Travel Brochu	from the Visual Aids Section, is in Atlanta this six seminars at the Sigraph Convention. Work is progressing on re for PEDS and several projects for CTD.
	3. The Audi	o Visual folks re-arranged their office.
	Where We Are Go	ing
STAT	4.	will report to LTD on 8 August.
	5. The Tel	evision Section will be taping, editing and recording audio for ojects.
	6. The Audi	o-Visual Section will tape presentations at HQs for the CI
RTAT STAT	7. We have	reached agreement with OIT to set up a small learning center within 90 days. Their money, our advice and management.

ADMINISTRATIVE INTERNAL USE ONLY

25 X 1	MEMORANDUM FOR: FROM: SUBJECT:	Deputy Director of Training and Education Deputy Director of Training and Education for Curriculum DDC Area Events (25 July - 5 August 1988)
	Where We Are	
	During its first total usage of m catalog was gett catalog thus far	ponse to the new OTECBT Online Catalog has been gratifying. week, the catalog was accessed 53 different times with a ore than five hours. This is more than twice the use the old ing in recent months. Principal method of advertising the has been the CONFER bulletin board, CIACBT. There will be an a blurb in the Notes to Training Officers shortly.
25X1		
25 X 1		a CRES staffer slated to take over CRES' CBT activities, th C/CBTG getting an overview of CBT and interactive video ding bibliography, vendor workshops, and conferences.
•	obtained by C/CE Learncom CBT hav Centers. They c topics.	is examining a three-lesson CBT curriculum on forecasting TG on approval from Learncom. Fourteen other lessons of e already been purchased and are available in OTE Learning over various Human Resource Development and data processing
25X1	of "CT Orientati briefing. This part to the fact	vision Production Section completed the shooting and editing on" for the D/TE and it was shown at a State Department full-scale production was completed in two weeks, due in large that worked at the DI TV Center e night and 11:00 PM another.
25X1		

25X1 25X1

25X1

25X1

25X1

6. The Audiovisual Section brought the complete 3/4 inch editing system to CofC from Headquarters on Tuesday. Though shorthanded with the absence of their supervisor, both technicians kept a full schedule of certification
taping, classroom support, and tape duplication.
7. The Visual Aids Section completed a poster fora cover design for and vu-graphs for PEDS and PSB.
Where We Are Going
8. The Audio-Visual Section will tape presentations at HQs for the CI projects.
9. will conduct a walkthrough of Unit 2 of the ELECTAS for T&A Clerks CBT course on 4 August. CBTG has begun to work with Agency subject matter experts and Travis Piper, whose company will create a significant amount of ELECTAS training for us.
10. will be on leave for the next two weeks. will be Acting Chief, CBTG.
·

Administration Division Weekly 25-29 July 1988

25**X**1

Arranged meeting for C/ISTD to meet with Hilt Construction, who wa awarded contract for fit-up of computer classrooms in special questions surfaced at this meeting. Continued working to find new space for language training in Hgs Eto replace Spanish training classroom lost to LA Division Minutes of Division interviews with Ellerbe architects re Reston requirements received and will be sent to individual Division for review before distribution to entire Office. Ellerbe representative advised additional questions will be forwarded soon. Request was also made for information regarding number of students and student days FY87. DC/All working w/Plans Officer on this request.		scheduling conference requests for Fall 1988.
awarded contract for fit-up of computer classrooms special questions surfaced at this meeting. Continued working to find new space for language training in Hgs E to replace Spanish training classroom lost to LA Division Minutes of Division interviews with Ellerbe architects re Reston requirements received and will be sent to individual Division for revibefore distribution to entire Office. Ellerbe representative advised additional questions will be forwarded soon. Request was also made for information regarding number of students and student days FY87. DC/AI	<u>Space</u>	
Minutes of Division interviews with Ellerbe architects re Reston requirements received and will be sent to individual Division for revibefore distribution to entire Office. Ellerbe representative advised additional questions will be forwarded soon. Request was also made for information regarding number of students and student days FY87. DC/All	awarded contrac	t for fit-up of computer classrooms In N
requirements received and will be sent to individual Division for revibefore distribution to entire Office. Ellerbe representative advised additional questions will be forwarded soon. Request was also made for information regarding number of students and student days FY87. DC/All	Continued w to replace Span	working to find new space for language training in Hgs Bu nish training classroom lost to LA Division
	additional ques	stions will be forwarded soon. Request was also made for garding number of students and student days FY87. DC/AD
Miscellaneous coordinated OTE Awards Ceremony on 27 July. DDA prese 49 people with awards.	Miscellaneous	coordinated OTE Awards Ceremony on 27 July. DDA present

Budget and Finance

DD/OF paid a short informal visit to B&F. Briefly discussed changes that are up and coming for an OF careerist.

Security

25X1

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25X1

25X1

25X1

Made arrangements with Chief, Reinvestigation Branch, to present security briefing on the reinvestigation program to Division and Branch Chiefs on 11 August, 1000-1200, Room 102. A notice to OTE Division and Branch Chiefs is being drafted.

Personnel

Liz arranged an interview for with C/LTD for Monday, 1 August. Carol is currently a Summer-Only with the Office of Security, who is interested in studying languages in school and might be a potential applicant for a Co-op in LTD.

Members of the Personnel Branch attended the OP Open house "Beach Party" on 29 July.

<u>Panel Support:</u>

- Started preparation for the GS-07 and the GS-08 semi-annual review panels.
- -- Requested all Divisions to submit nominees for the 1988/1989 Panel season. PB and CMO will be putting together a strawman for D/OTE approval.

<u>Check-outs</u> :	<u>Title</u>	Office	<u>Grade</u>	<u>Date</u>	
	Instructor ForLangInstr Summer-Only Summer-Only Summer-Only	WOTD/CIB LTD/RLD AD/PB WOTD/OB ISTD	GS-14 GS-13 GS-03 GS-03 GS-03	07/29/88 07/26/88 07/29/88 07/29/88 07/29/88	Retire Resign Interm Resign Resign

Logistics

Beginning 1 Aug, the overhead pipes in the general parking garage will be painted. This will require blocking approximately six parking spaces each day. If the reserved parking area requires painting, LOGS will inform and relocate the individuals on a daily basis.

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Shower plans for Fitness Room are with the County for permit approval. Once permit received, work will commence immediately. Hopefully, showers should be completed by the end of August.

Carpet installed in ISTD area--Rooms 632, 616.

New roof air conditioner to be replaced 29-31 July.

8 August 1988

	MEMORANDUM FOR:	Director of Training and Education
25 X 1	FROM:	Chief, Internal Training Branch/TSD
	SUBJECT:	Weekly Report (1-5 August)
25 X 1	two sessions of for the Royal Co candidates for t	ning Selection Board met to review the nominations for the Armed Forces Staff College (AFSC) during 1988/89 and ollege of Defence Studies (RCDS) during 1989. Six the AFSC and one for the RCDS were selected by the Board the DDCI for approval.
25 X 1	and Assistant, DO/SI to attend certai not registered of details to be wo to TEAMS in order closely on this	with A-DO/STO Re Quick-turnaround Confirmations: C/ITB met with, C/OB/WOTD, and O, to discuss early confirmation of DO students selected in Operations Branch courses. Because these courses are on a first-come, first-served basis, there are some orked out. ITB will look into giving O-DO/STO more access are to achieve this. ITB/TSD, WOTD, and A/DO/STO will work in keeping with OTE's commitment to let students know if
25 X 1	they are in requ	mested training or not.
25 X 1		met with Lyn Curtis, UVA, to discuss two programs "Nuclear Terrorism Seminar" and "Polygraph Course" (a three graduate-level psychology courses taken for
25 X 1 25 X 1	credit).	
25X1 25X1	in setting up an	ap Meeting with FBIS Training Complement: and visited FBIS to assist its training complement electronic file system with respect to requests for ers of FBIS are appreciative of our assistance and
25 X 1	guidance.	
25 X 1		CONFIDENTIAL

5. Completed Training Update of OP's Biographic Profile through

SUBJECT: Weekly Report (1-5 August)

25 X 1	TEAMS: the TEAMS Database Manager, met with representatives from OIT and OP to discuss updating the Biographic Profile with completed training information from TEAMS. The Offices of Information Technology and Personnel, in coordination with OTE, will develop an interface
25 X 1	between systems.
25X1 25X1	6. OTE Quota Course Allocations: Directorate allocations for the quota courses were verified with appropriate course directors by Patty this week. Allocations will be made to the Senior Training Officers on 8 August.
25 X 1	7. FY 1989 Schedule of Courses. The FY 1989 Schedule of Courses will be released this week in hard copy and online.
25 X 1	8. The Employee Bulletin announcing the Agency Off-Campus Program was distributed on 1 August. The phones in External Training Branch are ringing constantly with questions about registration.
25X1 25X1	9. TEAMS Training for STB/SACTD. On 4 August, conducted the second training session for three Secretarial Training Branch Training Assistants on how to enter completed training information into TEAMS. The session went very well. Another session will be held
25 X I	next week.
25 X 1	10. Followup Meeting with LTD on Quick-turnaround Confirmations:
25 X 1	with Language Training Division on its registration process.
23/1	
	ll. Central Registrations confirmed students for 21 courses this
25 X 1	week and sent 10 final rosters to respective instructional divisions.
25 X 1	12. C/ITB, C/ETB, attended the TEAMS
25 X 1	Technical Exchange Meeting
25 X 1	training history.
25 X 1	13. Training Support Division began initial discussions by Branch to develop objectives for the upcoming exercise with the D/OTE and DD/OTE.

SUBJECT: Weekly Report (1-5 August)

25 X 1	14. One Special Bulletin on "EEO for Managers" was published this week.
25X1 25X1	15. Three students who were selected to attend the Armed Forces Staff College were briefed by Executive Secretary/Training Selection Board.
25X1 25X1	16. Six full-time academic students were briefed by Registrar.
25X1	

MEMORANDUM FOR: Director of Training and Education

STAT	FROM:	Chief, Secretarial, Administrative, and Communications Training Division
	SUBJECT:	Weekly Report
STAT	taught by a const of Communications to take training have the course because 12. At the Branch conducted This was a pilot	nmaking and Problemsolving Techniques, a three-day course ultant, is being offered 8-10 August for a group of 19 Office s and Office of Logistics secretaries. As part of its effort to the consumer, the Secretarial Training Branch arranged to held request of DS&T, two instructors from the Secretarial Training a one-day workshop for 10 manager/secretary teams on 29 July. running to demonstrate ways of improving the working ween the manager and the secretary to create a winning team.
STAT STAT		the week of 25 July, two Communications Training Branchpresented a special running of iting They have been asked to return to present
STAT		

Administration Division Weekly 1-5 August 1988

Conferencing

Most of November conference confirmations have been mailed, and December requests are being finalized.

Space

25X1

25X1

25X1

25X1

All equipment requirements a follow-on request from Ellerbe Division interviews, were submitted except for SACTD which will be forwarded later.

AC/AD attended ILSP meeting on 4 August where updates on the New Headquarters Building schedule were discussed.

AC/AD discussed OTE request for additional secretarial space in NHB with

Chief Space Management, who had not been informed of this by DDA control or D/OL.

Contract for fit-up of 2P0136 North Tower was awarded to Allied on 3 August to be completed in 30 days. Although this classroom is not scheduled for completion until October, it is hoped it can be completed in September for interim use as a Spanish language classroom.

AC/AD discussed status of LA Division request to D/OL for language classroom space in NHB with DO Space Management Officer -- no decision yet.

Miscellaneous

C/AD acting for EXO while he is on leave.

Personnel

DC/PB attended OP Personnel Officers meeting on 1 August. C/Employment and a representative from Organizational Development Branch briefed attendees on employment issues and decentralization of position classification, respectively.

PB met with DD/Employee Benefits Service to discuss concerns in the OP Career Service. This meeting, one of many Agency-wide at the direction of D/PERS, is intended to focus OP attention on the concerns and needs of the components.

Panel Support:

Check-outs:

-- Continued preparation for the GS-07 and the GS-08 semi-annual review panels.

Office

Grade

Date

STAT		Instructor Instructor	WOTD/PSB WOTD/OB	GS-12 GS-10	07/29/88 08/05/88	Rotate Out Rotate Out	
	Logistics						
	Renovation plans for Ground Floor approved by Dominion Management. RECD has been informed to submit formal contract for the renovation.						
	New furniture f	or ISTD received	1 August.				
STAT							

Title

